

**A Brief Summation of the Factors and Events Leading to the  
Development of the Consultant Program Generally Referred to  
as, "University Consultant Contacts."**

Tab  
A

**I. Historical Resume**

In the summer of 1951, the Director of the Office of Training recommended that the Central Intelligence Agency establish a systematic campus consultant service which would complement the Agency's recruitment effort. It was proposed that this University Consultant Program should become a joint venture of the Office of Training and the Office of Personnel. After review and discussion, Mr. Matthew Baird, the Director of Training, and Mr. F. Trubee Davison, the Assistant Director (Personnel), arrived at a mutually satisfactory agreement on the mission, organization, and administrative details of the program. Final approval for the activity was given by the Director of Central Intelligence and the authority was vested in TRN/ADP - 92 - 52 (PRC) dated 22 October 1951. In accord with the original authority, the Director of Training continues joint responsibility with Assistant Director (Personnel) for the selection of those persons who are to become members of the consultant contact staff.

**II. Purpose of University Consultant Program**

The recommendation of the Director of Training was prompted by the fact that the Office of Training had recently been authorized to develop and operate the Central Intelligence Agency Professional Trainee Corps.

In order to accomplish the mission of the Professional Trainee Corps, it was quite obvious that the program must be assured of a steady influx of unusually well qualified and talented young candidates who had a marked capacity for extended training. Since fruitful fields for recruitment of these persons were the Graduate and Professional schools, and colleges it was logical that a system of resident Agency representatives would satisfy this need. It was specifically recommended that professional educators, who had the confidence of high university officials be employed as consultants.

**III. Mission**

The basic mission of the Consultant Contact Program is to identify and recruit young men and women of outstanding qualifications. Each consultant is alerted to the long range, projected need for Professional Officers to assume positions of high responsibility. Therefore, he is charged with the appraisal of the individual candidate from the point of view of his ability to be developed through training assignments for his ultimate role of higher responsibility, rather than the immediate utilization of his talents in performing the day to day substantive duties of a particular operating office. The campus consultant is involved in the selection of candidates who are to enter a training program designed to serve the Central Intelligence Agency as a whole rather than some particular segment of the Agency.

#### IV. Current and Projected Utilization

There are now 37 University Consultant Contacts. It is planned to increase this number to about 70. The geographic distribution of the Consultant Contacts lends itself to recruiting effort in some remote areas which to date have been untapped due to staffing limitations of the Specialized Recruitment Branch/Personnel Procurement Division. For some time it has provided candidates for certain specialized Agency activities apart from the Junior Officer Trainee Corps, and it is entirely feasible that the recruiting responsibility of the Campus Contacts might be expanded to cover other procurement needs of the Central Intelligence Agency.

RECRUITMENT, SELECTION AND PROCESSING OF JUNIOR OFFICER  
TRAINEE CANDIDATES

1. The following procedures are currently being utilized in the recruitment, selection and processing of JOT candidates; for clarity they are presented in three separate phases:

A. RECRUITMENT - Phase I

Participating Offices

1. University Consultant Contact (see Tab A) identifies a prospective candidate and recommends to Field Recruiter/Personnel Procurement Division. Office of Personnel
2. Personnel Procurement Division conducts initial interview and forwards recommendations to Office of Training Placement officer/Placement and Utilization Division. Office of Personnel
3. Placement Officer/Placement and Utilization Division reviews file and briefly summarizes qualifications (against criteria provided by Chief/Junior Officer Training Division/Office of Training). Office of Personnel
4. Placement Officer/PUD hand carries all of weekly intake of candidate files to JOTD Panel (comprised of Chief/JOTD, Placement Officer/PUD, and Personnel Officer/OTR) where all files received from the Field in the preceding week are discussed and a decision is reached as to suitability and qualifications for JOT consideration.
  - (a) Affirmative decisions: Placement Officer/PUD carries documented files back to PUD for arrangement of Selection Phase of the procedure. Office of Personnel and Office of Training
  - (b) Negative Decisions: Recommendations of JOTD Panel for further substantive office shopping or close-out are recorded on files which are hand carried back to PUD by Placement Officer/PUD. Office of Personnel

**B. SELECTION - Phase II**

Those files in which JOTD Panel have evidenced affirmative interest are handled in the following manner:

- (a) Candidates living within moderate distance of Washington, D.C.:  
Placement Officer/PUD invites subject to D.C. for pre-selection psychological testing by Assessment and Evaluation Staff/OTR and final interviews with Placement Officer/PUD and Chief/JOTD. Upon arriving at mutual decision of suitability and qualification, Placement Officer/PUD presents either offer of employment or rejection notification to candidate while he is on the premises.  
Office of Personnel  
and  
Office of Training
- (b) Candidates not living within moderate distance of Washington, D.C.:  
Placement Officer/PUD refers such files to PPD who schedules appointment for further field interviews by Chief/JOTD or his designee, and Psychological testing administered from Assessment and Evaluation Staff of OTR at some location convenient to applicant.  
Office of Personnel
- 1. Chief/JOTD or his designee, and representative from Assessment and Evaluation Staff conduct final selection testing and interviews with these candidates at the chosen field location.  
Office of Training
- 2. Chief/A&E presents a narrative report to Chief/JOTD on the psychological test results of each candidate in the form of a professional analysis.  
Office of Training
- 3. JOTD Panel (at their regular weekly meeting) reviews final field interview report and psychological test results and makes final decision on acceptability of candidate.  
Office of Personnel  
and  
Office of Training

4. (a) **Affirmative Decisions:**

The decision of the JOTD Panel is given final approval by OTR Placement Officer/PUD. If approved, Personnel Officer/OTR initiates Request for Personnel Action. Prior to the actual forwarding of this form, the Director of Training reviews the case and personally signs all such requests for appointment of individuals into the Junior Officer Training Program.

Office of Training

(b) **Negative Decisions:**

Placement Officer/PUD hand carries rejected cases to PUD for appropriate further shopping or close-out procedures.

Office of Personnel

C. PROCESSING - Phase III

1. **Initiation of Appointment Action to time of EOD:**  
Upon initiation of Request for Personnel Action the subsequent processes are identical with any type of Appointment Action.

Office of Personnel

2. **Entrance on Duty Procedures:**

(a) PUD advises Personnel Officer/OTR of clearances and date of EOD is established.

Office of Personnel  
and  
Office of Training

(b) PUD arranges for EOD of candidate.

Office of Personnel

(c) Personnel Branch/OTR schedules candidates for full assessment by AGE Staff/OTR during their EOD processing.

Office of Training

(d) Personnel Branch/OTR schedules candidates for attendance at HEC.

Office of Training

(e) Subject reports for duty.

FULFILLMENT OF SERVICE OBLIGATION THROUGH THE JUNIOR  
OFFICER TRAINEE/OFFICER CANDIDATE SCHOOL PROGRAM

The following procedures are currently in effect in the Junior Officer Training/Officer Candidate School program.

A. SELECTIVE SERVICE NEGOTIATIONS

Participating Offices

1. Upon entrance on duty of the Junior Officer Trainee/Officer Candidate, Personnel Officer/OTR initiates Selective Service Action Form (Form No. 37-95) which is forwarded to Personnel Director/Office of Personnel. Office of Training
2. Personnel Director/Office of Personnel refers request for a Stay of Induction (usually 120 days) to Director of Selective Service, National Selective Service Headquarters. Office of Personnel
3. Personnel Director/Office of Personnel advises Personnel Officer/OTR upon receipt of approval for Stay of Induction from Director of Selective Service. Office of Personnel

B. ENLISTMENT PROCEDURES

1. Upon completion of prescribed pre-service Agency training (MTC) and prior to the expiration of the Stay of Induction period, Chief/JOTD and Chief, Manning Branch/Military Personnel Division make arrangements for prescribed service tour for the individual. Office of Personnel and Office of Training
2. Chief, Manning Br./MPD arranges with Department of Defense officials to assure development of service assignments consistent with desires of the Central Intelligence Agency. Office of Personnel
3. Chief/JOTD briefs individual on prescribed service program and obtains written statement from subject as to his cognizance and acceptance of the tour. Office of Training
4. Personnel Officer/OTR initiates Request for Personnel Action to effect "Furlough-Military." Office of Training
5. On subject's last day of duty with the Agency he is given final briefings by Personnel Officer/OTR and advised of enlistment details (when and where he is to present himself for enlistment). Office of Training
6. Subject enlists in service. Office of Training

COMPARISON BETWEEN PROCEDURAL SYSTEM FOR  
PROCUREMENT OF CANDIDATES FOR JOID/OTR  
AND SOVIET DIVISION/OOI

1. In order to evaluate the procedural system currently employed in the procurement of candidates for the JOI program, it was necessary to examine closely a comparable system in use by some other segment of the Agency. (see Tab B.)
2. The Soviet Division/Office of Current Intelligence was selected as an office whose particular recruiting needs most nearly approximated those of the JOI/OTR.
3. An analysis of the steps of processing in both systems reveals the fact that certain differences appear to exist.
  - (a) There are slight variations in some of the details of reviewing files and differences in the time element expended in forwarding of files through mail channels for OOI cases and the Panel review methods employed in the case of JOI candidates.
  - (b) In the Selection Phase of the JOI procedures, a Psychological test battery is accomplished as a pre-selection tool to assist in determining the suitability of the candidate. In the course of his EOI, the JOI is required to complete a full three day assessment. In general, these requisites are not typical of most other offices in the Agency and specifically not required by the Office of Current Intelligence.
4. These slight variations are administrative in nature and are products of the functional nature of the operating offices concerned. In both systems, the Office of Personnel exercises the final approval authority before any action can be initiated by the operation offices. The system utilized in OTR in no way usurps the prerogatives nor authority vested in the Office of Personnel, nor is there any intention of doing so.
5. The system has proven to be workable and has met with satisfaction by the operating officers of the Office of Training and presumably by the officers of the Office of Personnel.

Tab  
C

RECRUITMENT, SELECTION, AND PROCESSING OF CANDIDATES  
FOR SOVIET DIVISION, OFFICE OF CURRENT INTELLIGENCE

The following procedures are currently being utilized by Soviet Division, Office of Current Intelligence.

A. RECRUITMENT - Phase I

Participating Offices

1. Consultant Contact identifies a prospective candidate and recommends to Field Recruiter/Personnel Procurement Division. Office of Personnel
2. Personnel Procurement Division conducts initial interview and forwards recommendations to Office of Current Intelligence Placement Officer/Placement and Utilization Division. Office of Personnel
3. Placement Officer/Placement and Utilization Division reviews file and briefly summarizes qualification factors (matched against criteria provided by Chief/Soviet Division/Office of Current Intelligence). Office of Personnel
4. Placement Officer/PUD forwards file to Personnel Officer/OCI who refers it to Chief, Soviet Division/OCI. Office of Personnel and Office of Current Intell.

B. SELECTION - Phase II

1. Chief, Soviet Division/OCI makes file review and indicates either affirmative or negative interest in interview with individual. Office of Current Intell.
2. Personnel Officer/OCI returns files to Placement Officer/PUD for follow-up. Office of Current Intell.
3. Placement Officer/PUD invites selected candidates to Washington, D.C. for interview. Office of Personnel
4. Subject is interviewed in D.C. by Placement Officer/PUD and Chief Soviet Division/OCI. Office of Personnel and Office of Current Intell.  
Upon arriving at mutual decision of suitability and qualification, Placement Officer/PUD presents either offer of employment or rejection notification to candidate.

C. PROCESSING - Phase III

1. Initiation of Appointment Action to time of EOB: Upon initiation of Request for Personnel Action by Personnel Officer/OCI, the subsequent processes experienced by the case, are identical with any type of Appointment Action. Office of Personnel



-2-

2. Entrance on Duty Procedures:

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|---|---|
| (a) PUD advises Personnel Officer/OCI of clearances and date of EOD is established. | Office of Personnel<br>and<br>Office of Current Intell. |
| (b) PUD arranges for EOD of candidate on prescribed date.                           | Office of Personnel                                     |
| (c) Personnel Branch/OCI schedules candidates for attendance at EIC.                | Office of Current Intell.                               |
| (d) Subject reports for duty.   |   |

CONSUMER OFFICES OF JOT PROGRAM  
(Ref: Page 3, 3.e.)

Junior Officer Trainees are undergoing long-range training with the following components of the Agency:

<u>JOT's</u>	<u>OCF/JOT's</u>
<u>OCI</u>	<u>OCI</u>
FE	
WE	
<u>ORR</u>	<u>OCD</u>
	<u>CI</u>
LOGISTICS	<u>FI</u>
	EE
<u>OTR: Programs Division</u>	WE
Arabic	SR
Japanese	
<u>FI</u>	<u>PM</u>
EE	FE
FE (several desks)	
WH	<u>PP</u>
	IO
<u>PM</u>	Prop
Int. & TA	SR
OPOT	NEA
	EE
<u>PP</u>	FE
WE	

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